

25 February 1964

DRAFT

MEMORANDUM FOR:

Mr. Allan Evans, State (INR)
[redacted] USAF (DIA)
Lt. Colonel J. R. Voseipka, USA (ACSI)
Captain A. W. Long, USN (ONI)
Lt. Colonel R. D. Day, USAF (AFHIEB)
[redacted] USAF, Chief,
Policy Staff, NSA

25X1

25X1

SUBJECT:

Further Report Concerning the National
Estimates Process in Light of the Recommendations
Of the President's Board on Foreign
Intelligence Activities

REFERENCE:

Memorandum for the Special Assistant to the
President for National Security Affairs from
the Director of Central Intelligence, dated
9 September 1963 (with accompanying report
and tabs)

1. The Director of Central Intelligence has received a request from the Special Assistant to the President for National Security Affairs for an integrated follow-up report on measures taken by the intelligence community in connection with the Foreign Intelligence Objectives of the President's Board. The original statement of objectives was transmitted to the Chairman, USIB, under cover of a memorandum from Mr. McGeorge Bundy of 17 June 1963, and the community response was forwarded to Mr. Bundy and the President's Board in the reference memorandum of 9 September 1963.

2. The Board of National Estimates has been asked, in conjunction with the USIB representatives, to prepare that part of the supplementary response relating to the national estimates process. You will recall that, in the earlier response transmitted by the DCI, the section pertaining to National Intelligence Estimates consisted primarily of a report by a specially convened panel of consultants headed by Professor Joseph Strayer, together with additional commentary in the form of memoranda from General Carroll of DIA and Mr. Hughes of INR.

3. There is attached a brief draft statement concerning measures which have been, or are being, taken to meet certain of the principal recommendations of the Strayer Committee. This represents, in effect, our view of what the Director should transmit on the subject of national estimates to Mr. Bundy and the President's Board in answer to the request for a follow-up statement.

4. We request that you meet with us at _____ to discuss this draft and any additional proposals which you believe ought to be recommended for this purpose.

SHERMAN KENT
Assistant Director
National Estimates

24 February 1964

DRAFT

SUBJECT: Second Response to the President's Board
Regarding US Foreign Intelligence Objectives

REFERENCE: Memorandum from the Director of Central
Intelligence to the Special Assistant to the
President for National Security Affairs,
Dated 9 September 1963.

1. The report of the Committee of Consultants on the national estimates process (Tab A of reference) contained several recommendations for modifying the process in light of the statement of objectives (paragraph 4) of the President's Board. The following summarizes the steps which have been taken to meet the spirit and intent of certain of the principal recommendations of that Committee.

A. Cut down the number of coordinated papers.

As recent estimates schedules will show, the USIB and those components of the Community involved in the national estimates program continue to emphasize a high degree of selectivity in scheduling NIE's, in particular attempting to avoid the kind of comprehensive country papers once commonly done, and confining national estimates to problems for which there is a demonstrable policy-making need for a coordinated intelligence view. To this end, the projected estimates program for the next half-year is now reviewed quarterly by the White House Staff, before approval by the USIB. Last year's production total of 52 national estimates is considerably below the high of several previous years (68 in 1962; 84 in 1961). Further substantial reductions are probably not feasible if consumer needs are to be met.

B. Make sure that there are always men with a wide variety of views and experience on the Board of National Estimates.

In the last half year, membership of the Board has been augmented by a senior retired Foreign Service Officer, [redacted]; another senior retired FSO, [redacted] has agreed to serve part time; and an active search is underway to secure the services of a suitable scientist as a full-time member.

C. Make sure that diverse opinions of other members of the Committee are fully represented in contributions and coordination meetings.

Within CIA, steps have been taken to insure that all Agency components, including the clandestine services, are more systematically alerted to forthcoming estimates, provided with copies of the terms of reference, and their views weighed fully in arriving at estimative judgments. Representatives of the intelligence components of the respective armed services continue to participate in coordination sessions and in the USIB, and have the right of publishing dissent in the NIE.

D. Call in a small group of consultants when difficult problems are to be discussed.

This recommendation has been followed in various ways, including convening of the [redacted] Panels to study various aspects of the Soviet ICBM question in advance of the national estimate on Soviet Long-Range Attack Capabilities. In addition, the Office of National Estimates has made greater ad hoc use of consultants on particular problems relating to Soviet and Chinese Communist estimates.

E. Several recommendations of the Consultants Committee related to suggested modifications of style in the drafting and presentation of estimates, e.g., possible ways of giving greater emphasis to key estimates, allowing more explicitly for the unlikely-but-still-possible contingency, and recalling to the reader key judgments from other estimates,

The USIB and the Board of National Estimates believe that most of these suggestions have merit, and while no new set of procedural innovations or stylistic rules are desirable, since each paper differs, respectful attention is being given, in the drafting and coordination of NIE's, to various editorial devices for emphasizing these matters.